

## CENTRAL UNIVERSITY FUNDING FOR NEW HIRES

From its beginning in 1890, the University of Chicago has been dedicated to untrammelled, deep, and provocative scholarship, made possible by the recruitment of faculty and students who, together and from diverse points of view, can define new directions of inquiry. President Zimmer's Diversity Statement flows from our founding mission and calls upon us to "ensure that our scholarly community is composed of a rich mix of individuals who, through their own distinctive viewpoints, contribute to the intellectually challenging culture of the University" <http://diversity.uchicago.edu/the-power-of-diversity/statement-from-the-president/> This memorandum sets forth the processes and related considerations for one part of our overall effort in support of this tradition: central University funding for new hires who make special contributions to creating a suitably rich mix of individuals of distinction and distinctive viewpoints.

Central funding applies to faculty, hired through our standard and highly competitive department, division, school, and institute processes, who also help the University address identifiable diversification needs. These diversification needs will be assessed at the level of the institution, as opposed to the level of individual departments, divisions, schools or institutes, and may change over time. The University will provide to divisions, schools and institutes full salary and benefits for faculty members who enhance institutional faculty diversity for the duration of their careers at the University of Chicago, adjusted annually by the hiring unit and consistent with standard compensation procedures. Start-up packages and other accommodations ordinarily will be the responsibility of the hiring unit.

We have developed the following two-step process to manage these cases. First, every department, division, school, or institute must recruit and select candidates through the usual faculty hiring processes that culminate in the provost's review of the case. Second, when the case has been reviewed and approved by the provost, it may then be submitted for consideration for central University funding on the basis of enhancing faculty diversity. The provost, after consultations with deans, chairs, directors and provost office staff, will determine whether funding for a particular faculty hire meets the University's identified diversification priorities at the time.

This two-step process serves three important objectives. First, it confirms that all faculty hired are outstanding scholars, fully vetted through the standard hiring processes, and are expected, with reasonable confidence, to flourish and contribute significantly to their disciplines and to our community. Second, deferring discussions about position funding until the case has been approved respects the guidance in the Shils Report that "[n]o appointments should ever be made in which the chief or major argument is that 'outside' funds would accompany the appointment sufficient to relieve the regular budget of the cost of the appointment." Finally, distinguishing between hiring and funding demonstrates our compliance with antidiscrimination laws and regulations that prohibit making any employment decision on the basis of race, color, sex, religion, or national origin.

The disposition of central university funds should not affect any of the standard University procedures that apply to faculty hiring, compensation, renewal, or promotion. Rather, it provides budget relief to divisions, schools, and institutes that succeed in bringing outstanding faculty to our campus who also help address specific institutional diversification needs. Should concerns arise regarding the separation of the hiring process from the funding process in connection with any

proposed hire, the provost's office may reject the case or return it to the hiring unit for further review and resubmission. At no point in our process will an employment decision be based on a candidate's race, color, sex, religion, national origin, any other legally protected characteristic, or regard for funding source.

In light of these principles, the provost's office will apply the following additional considerations to determine whether to fund positions proposed to enhance faculty diversity:

First, the provost will periodically assess the University's overall faculty diversity priorities in consultation with deans, chairs, and directors, as well as the provost's office staff. The goal of this review will be to help focus University funds on particular demographic or other groups that appear at the time to be most underrepresented at the University as a whole.

Second, the provost may consider the hiring unit's demonstrated effectiveness in implementing inclusive outreach, hiring, and recruiting practices; the anticipated effectiveness of the hiring unit in mentoring the candidate and helping him or her progress successfully through the University's standard promotion processes; the outcome of previous University funding requests involving the hiring unit; and, finally, the availability of funds.

Third, the provost's office will periodically review the effectiveness of central funding efforts in advancing the University's goals and make adjustments as necessary.

We note that the procedures specified here are germane for all central University funding for faculty hires intended to advance the University's goals of intellectual breadth and import, but that they are distinct from target of opportunity hiring. Target of opportunity hires normally involve highly distinguished faculty who are targeted for recruitment to positions of full Professor, often on a time-sensitive basis to forestall counter-offers or competing offers. In these unusual situations, the provost's office may allow certain limited exceptions to standard hiring procedures, *e.g.*, shortening minimum posting periods or waiving the national advertising requirement given the immediacy of the opportunity and the likelihood that the outreach would be ineffective. These exceptions are made only when the impact on the pool is relatively modest and acceptable because no one is likely to be disadvantaged; there may be extenuating circumstances that result in only one leading scholar in a field who can be recruited at a particular point.

I look forward to working with you, the Deputy Provost for Research and Minority Issues, and the deputy and associate provosts on this important task.